



Canberra Health Services Consultation Paper:

Change of line management for the Administrative
Support Officers in the Adult Inpatient Mental Health
Services

Adult Inpatient Mental Health Services



Work Area	Author(s)	Contact Details
AIMHS	Sarah Toohey	sarah.toohey@act.gov.au

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1. Introduction

Canberra Health Services (CHS) is focussed on the delivery of high quality, effective, person centred care. It provides acute, sub-acute, primary and community-based health services to the Australian Capital Territory (ACT)—a catchment of approximately 400, 000 people. It also services the surrounding Southern New South Wales region which includes the Bega Valley, Bombala, Cooma-Monaro, Eurobodalla, Goulburn, Mulwaree, Palerang, Queanbeyan, Snowy River, Upper Lachlan Shire and the Yass Valley.

CHS administers a range of publicly funded health facilities, programs and services including but not limited to:

- **The Canberra Hospital:** a modern 600-bed tertiary hospital providing trauma services and most major medical and surgical sub-specialty services.
- **University of Canberra Hospital Specialist Centre for Rehabilitation, Recovery and Research:** a dedicated and purpose-built rehabilitation facility, with 140 inpatient beds, 75-day places and additional outpatient services.
- **Mental Health, Justice Health, Alcohol and Drug Services (MHJHADS):** provide a range of health services from prevention and treatment through to recovery and maintenance at several locations and in varied environments for people suffering from mental health issues.
- **Dhulwa Secure Mental Health Unit:** a purpose designed and built facility providing clinical programs and treatment options for people suffering from acute mental health issues.
- **Six community health centres:** providing a range of general and specialist health services to people of all ages.
- **Three Walk-in Centres:** which provide free treatment for minor illness and injury.
- A range of **community based** health services including early childhood services, youth and women's health, dental health, mental health and alcohol and drug services.

CHS is a partner in teaching with the Australian National University, the University of Canberra, and the Australian Catholic University.

On 1 October 2018 ACT Health transitioned into two separate organisations being the ACT Health Directorate (ACTHD) and Canberra Health Services (CHS).

To enable CHS to have a strong focus on operational effectiveness, efficiency, and accountability in the health services we provide, CHS is proposing a realignment of functions.

The [current organisational chart](#) and the recent [Annual Report](#) and the ACT Government [Budget Papers](#) provide more detail about CHS.

2. Purpose

To consult on a change of the Administrative Support Officer's (ASO's) line management across the Adult Inpatient Mental Health Services (AIMHS) from the current arrangement of Assistant Director of Nursing (ADON) to the Administrative Support Officer (ASO) level 5 Manager.

Current model

- An ASO5 Full Time Equivalent (FTE) position based at the Adult Mental Health Unit (AMHU), employed as the Administration Manager. This role oversees 2 ASO4 FTE, 2 ASO3 FTE, 3 ASO2 FTE and 3 ASO2 Casual positions.
- Mental Health Consultation Liaison (MHCL) has 1 ASO3 FTE that reports directly to the MHCL ADON. This ASO3 position statement identifies the MHCL ADON as line manager, however the ASO5 position description contradicts this information. The ASO5 position description states that MHCL ASO falls under their line management.
- Adult Mental Health Rehabilitation Unit (AMHRU) has 1 ASO FTE that reports directly to the AMHRU ADON.

3. Rationale for change

- Consistency is required for position descriptions so that the ASO5 AMHU position and ASO3 MHCL position align to demonstrate clear line management responsibilities.
- MHJHADS has undergone a recent restructure which has positioned AMHRU from an alternative program area to fall within the AIMHS stream. With this move, it has meant that the AMHRU ASO3 position is isolated from additional ASO staff members as they are no longer connected with an ASO team. This creates challenges for the current ADON of AMHRU to co-ordinate cover with both planned and unexpected leave for the ASO role as there are no additional staff that can be contacted to provide cover.
- Provide equitable access to an Administrative Manager for all ASO staff working across AIMHS. This will improve staff morale, provide a better working culture with more supportive team environment with consistent access to a line manager that directly support with administrative tasks.
- Increase support and consistent oversight of leave, both planned and unplanned, equitable division of workload and variety in work will lead to a reduction in staff fatigue and burn out.
- Having ASO staff work in isolation within the AIMHS workspaces increases the risk of a critical incident occurring. Continuing as per the current line management arrangement, will increase the risk to both clients, staff, and service reputation.

4. Future model

4.1. Impacts of Change:

- ASO staff across AIMHS will report directly to the ASO5 Administration Manager as well as report to the ADON in the area that they are working.
- ASO5 will have capacity to provide consistent leadership across all of AIMHS areas of service delivery. This will ensure fair and equitable distribution of ASO work as well as an ease in co-ordinating ASO cover for planned and unplanned leave.
- ADON's will be supported across AIMHS with relation to ASO matters.
- Position Descriptions will be consistent across the ASO AIMHS workforce.

4.2. Physical design/structure

- Nil Physical design/structure considerations are necessary for this change.

4.3. Benefits of the future model

- Increase clarity in line management.
- Reduction in staff burnout.
- More efficient service delivery to consumers.
- Increase administrative support available to staff, consumers and their families.

4.4. Implementation of the future model

- Initial discussions with ASO team members impacted by this change have been held to discuss possible changes in line management. The ASO team was unanimous in their decision to provide clarity around ASO line management across the AIMHS services.
- Discussion with the AIMHS Managers has occurred and they are supportive of this plan.
- Continue open communication with ASO and management staff.
- Have frequent meetings to discuss how the new model is progressing.
- Involve the ASO team in the implementation of change.
- Allow time for discussion of changes. Asking for staff feedback on how the new model is working.

4.5. Related change processes

- No related changes are proposed.

4.6. Implications for not undertaking the change.

- Risk of service delivery being impacted for both consumers, their families and staff.
- Staff burn out and fatigue.
- Fractured support in the ASO team and low morale as a result.

- Possibility of increased personal leave from staff.
- Inability to meet expected timeframes of service delivery.
- Inability to meet service demands.

5. Consultation methodology

This proposal provides more detail in relation to the change of line management for the ASO staff at AIMHS. There are still details that need to be determined and your feedback, suggestions and questions will assist in further refining the change.

Feedback can be provided via email to sarah.toohey@act.gov.au.

Feedback is due by **DATE**/02/2023.

In particular we are seeking responses to the following questions:

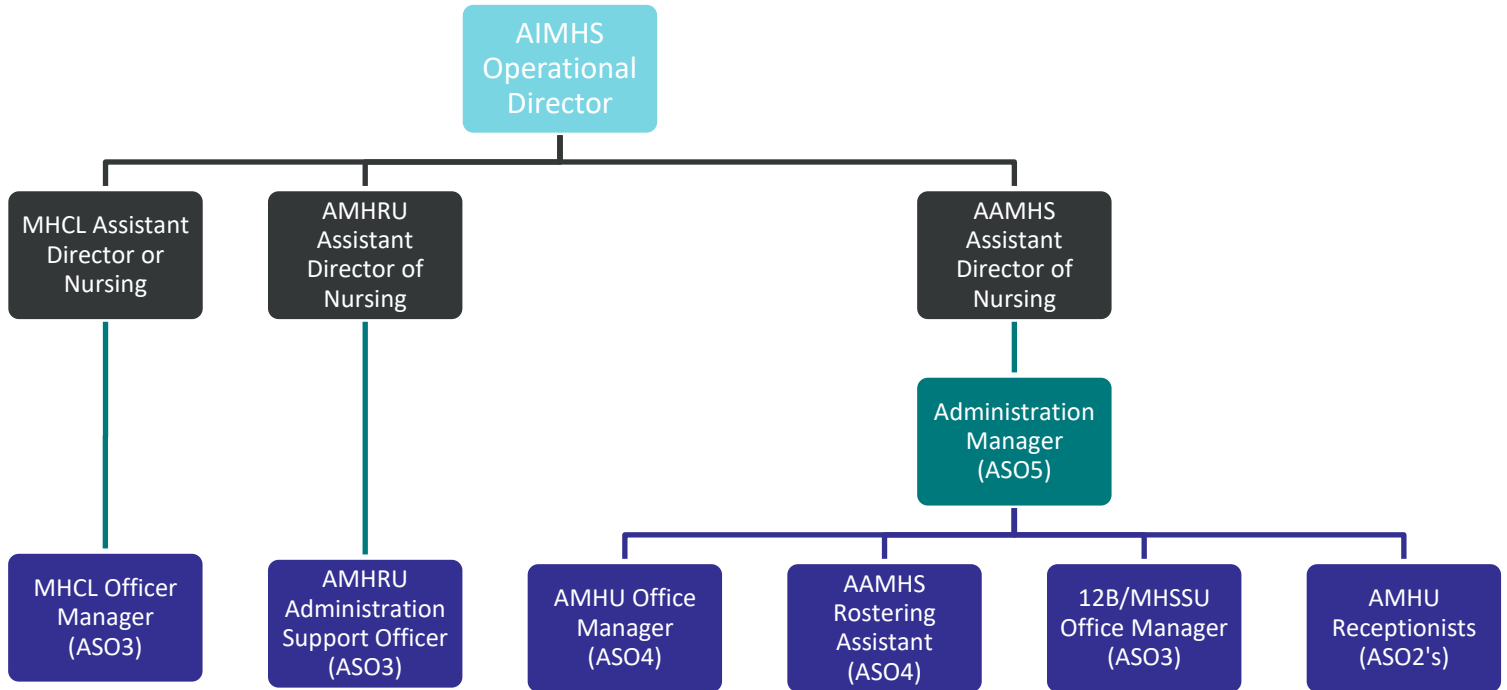
1. Do you have any concerns about the proposal so far, if so, what are they?
2. Do you have any other feedback you would like to be considered in relation to the change of line management for the AIMHS ASO workforce?

For any further information relating to the change of line management for AIMHS ASO workforce and subsequent consultation process, please contact Sarah Toohey on sarah.toohey@act.gov.au.

7. References

Document	Author
<i>Canberra Health Services Strategic Plan</i>	<i>CEO, Canberra Health Services</i>
<i>Recruitment policy</i>	<i>People & Culture, Canberra Health Services</i>
<i>People & Culture Business Plan/Strategic Objectives</i>	<i>People & Culture, Canberra Health Services</i>

8. AIMHS Current Organisational Chart



9. AIMHS Proposed Organisational Chart

